



**PORT AUTHORITY OF GUAM**  
**ATURIDAT I PUETTON GUAHAN**  
**Jose D. Leon Guerrero Commercial Port**  
**GOVERNMENT OF GUAM**

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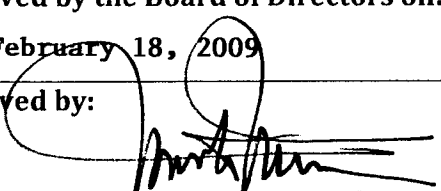
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**FELIX P. CAMACHO**  
Governor of Guam

**MICHAEL W. CRUZ**  
Lieutenant Governor

**BOARD POLICY MEMORANDUM NO. 09-03**

<b>To: Division Heads</b>	<b>Subject: Policy on Performance Evaluation for General Manager</b>
<b>Approved by the Board of Directors on:</b> February 18, 2009	<b>Revision Date:</b>
<b>Approved by:</b>  <b>MONTE D. MESA, Chairman, Board of Directors</b>	

- I. REFERENCE:** Title 5, Guam Code Annotated, Government Operations, Chapter 43, Boards & Commissions, Article 2, Performance Evaluation of Agency Heads, was enacted by Public Law 27-20.

Mandate: The above referenced law required the Board of Directors to issue performance reviews of the General Manager six (6) months after appointment and every twelve (12) months thereafter that the General Manager is retained by the Board. Each performance review shall document the General Manager's performance, accomplishments, and the Board of Directors reasons for retaining the General Manager.

The law also requires that the performance reviews shall be made public and the availability of these reviews shall be published by the Board of Directors by newspaper of general circulation or by radio or television which is reasonably calculated to provide the notice of the facts it announces to the public at large.

- II. GENERAL POLICY:** It is the general policy of the Board of Directors that a written performance evaluation of the General Manager will be completed by the timeline required in Title 5, Guam Code Annotated. Each evaluation will be presented and discussed by the Board in Executive Session.
- III. PURPOSE:** Recognizing the sound management practice of regular communication and feedback to the General Manager regarding his/her work performance, the purpose of this policy is to establish guidelines for formal performance evaluations of the General Manager.
- IV. PURPOSE OF THE EVALUATION:**
- A. Develop a mutual understanding of responsibilities and operational objectives that helps communicate the Board's expectations to the General Manager.

- B. Recognize positive performance and delineate areas that need focus and/or strengthening.
- C. Establish a basis for retaining the General Manager.

**V. PERFORMANCE GOALS:**

When the Board employs a new General Manager, performance goals will be agreed upon at the beginning of employment. Establishing performance goals will be part of each annual process. A brief review should be conducted approximately halfway through the performance period to ensure that goals are still appropriate by the Board.

**VI. PROCEDURE**

- A. The Board shall approve the statement of responsibilities, operational objectives and performance goals, which will be agreed upon, at the beginning of the General Manager's employment. Responsibilities defined in the Port's enabling act for the General Manager shall serve as a framework for the statement of responsibilities and a baseline for future evaluations.

The establishment of operational objectives and performance goals will be part of each annual process. The Board may conduct a brief review with the General Manager halfway through the performance period to ensure that the objectives and goals are still appropriate.

- B. The Board will prepare the evaluation format for the General Manager, including measures of performance and operational objectives. The Board will approve the evaluation format.
- C. The Board members will assess the General Manager's performance in a narrative format. Questions to be addressed include:
  - 1. In what areas of responsibility have there been improvements in performance?
  - 2. What areas have been neglected or performed poorly?
  - 3. In what areas have there been no changes?
  - 4. Progress toward meeting operational objectives shall be taken into account in assessing the General Manager's performance in each area of responsibility.
  - 5. For each area of responsibility, does the Board have confidence in the General Manager's job performance in this area? Why or why not?

Additional questions may be specified by the Board as part of the evaluation.

In addition, the Board will rate the General Manager using a single overall rating on the following scale:

A = Exceptional performance	B = Superior Performance
C = Average Performance	D = Acceptable Performance
E = Needs Improvement	

The General Manager's progress towards meeting operational objectives should be measured primarily by evaluating how well the job has been done, and not primarily in terms of what specific activities have been undertaken.

The Board recognizes that some areas of the General Manager's responsibilities cannot be directly evaluated by the Board. For example, Board members often cannot directly evaluate the effectiveness of the General Manager's supervision of employees. Nevertheless, since Board members' assessments are to be based primarily on the results of the General Manager's work, rather than on the methods of work, it will often be possible to evaluate areas of work that have not been directly observed. Board members may, however, decline to evaluate any aspect of the General Manager's work for which they are unable to make an informed judgment.

Upon receipt and completion of the Evaluation Form, individual Board members shall complete and submit the form directly to the Board Chairman or his designee. The Board Chairman, or his designee, shall be responsible for summarizing all evaluation narratives and scores.

The Board shall meet in Executive Session to discuss and approve:

1. The overall evaluation and individual factors of performance in each area of responsibility; and
2. The evaluation format, including areas of responsibility, objectives and measures for the upcoming rating period.

The individual evaluation forms shall be used to reach a consensus for the overall evaluation and evaluation of each area of responsibility, and shall be transmitted to the General Manager following the development of the overall evaluation by the Board. If a consensus cannot be reached, the range of ratings should be reported without identifying the Board members responsible for the rating.

Following this meeting, the Board Chairman, or his/her designee, shall be responsible for preparing the final evaluation document and submit a copy to each Board member in advance of the time set for the performance evaluation conference with the General Manager.

The Board of Directors shall meet with the General Manager to review the performance evaluation and reach a preliminary agreement about the areas of responsibility, objectives and measures for the upcoming rating period. The General Manager may within 30 days of meeting with the Board submit a written response to the performance evaluation. A copy of the response shall be submitted to each Board member and the original response filed with the original performance evaluation.

The final evaluation form, signed by the Board Chairman and General Manager, along with any written responses shall be maintained in the official personnel jacket. The evaluation shall be confidential within legal limits. Once the final evaluation is completed, the Board Chairman shall discard all working drafts used to prepare the final evaluation form.

- VII. PUBLICATION OF PERFORMANCE REVIEWS:** It shall be the responsibility of the Personnel Services Administrator to prepare the necessary notifications for advertisement of the General Manager's overall evaluation rating by the Board of Directors upon completion of the review. Such notification shall be made through newspapers of general circulation, or by radio or television and posted on the Port's website.

Attachment: Performance Evaluation Form



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**GENERAL MANAGER PERFORMANCE AND DEVELOPMENT EVALUATION FORM**

Name of General Manager:	Name of Reviewer/Title:
Period Covered:  From: _____ To: _____	Date of Review:

**GENERAL INSTRUCTIONS:**

1. This form is to be used for initial and bi-annual performance evaluation for the General Manager. The performance evaluations are to occur six (6) months into the General Manager's employment with the Port Authority of Guam and every twelve (12) months thereafter.
2. The ratings to be assigned by the Rater for each individual factor are indicated in Part I; for each individual Performance Objective in Part II; and for the Overall Rating in Part III.
3. The Performance Objectives and factors may be weighted at the Rater's discretion.
4. The Reviewer is the Board of Directors.

**PART I: CORE PERFORMANCE FACTORS**

1. The Board of Directors evaluates the General Manager's proficiency in the following performance factors using a single overall rating on the following scale:

A = Exceptional Performance  
B = Superior Performance  
C = Average Performance  
D = Acceptable Performance  
E = Needs Improvement

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Performance Factors	Rater's Rating
<p><b>1. Leadership</b></p> <p>Displays courage, passion and caring in work.  Sets a professional example.  Motivates others to work toward common goals.  Demonstrates integrity, consistency and fairness.  Uses authority responsibly.  Addresses problems proactively.  Gains support and seeks buy-in-through participation of others.  Demonstrates interest in professional growth of others.  Shows good judgment and accepts ownership for decisions in areas of responsibility.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>2. Commitment to the Port's Mission, Vision and Values</b></p> <p>Articulates or shows appreciation for the importance of shared vision.  Demonstrates civility in relations with others.  Requires supervised employees to show civility in their relations toward others.  Participates regularly in activities beyond immediate areas of responsibility which support the mission of the Port.  Demonstrates consideration of the Port's values when making decisions.  *(Diversity and civility are examples of University values to be considered.)</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>3. Management Practices</b></p> <p>Demonstrates commitment to good customer services.  Demonstrates competency in labor-management relations activities necessary to effectively manage the areas of responsibility.  Questions existing practices for continued relevancy.  Effectively initiates and promotes necessary change in the areas of responsibility.  Sets and enforces performance standards effectively.  Recognizes and rewards good performance.  Plans effectively and shows good project management skills.  Shows awareness of "good practices" for areas of responsibility.  Encourages employees to improve performance and grow by actively supporting and encouraging employees to participate in training and development activities.</p> <p><b>Supportive information:</b></p>	<p>_____</p>

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Performance Factors	Rater's Rating
<p><b>4. Relational Skills</b></p> <p>Works effectively with others. Works collaboratively and negotiates effectively. Maintains confidentiality. Accepts constructive criticism without offense. Demonstrates sensitivity to the rights and opinions of others, even in disagreement. Presents a positive image of the Port to external publics. Respects cultural differences and embraces activities which support a diverse community.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>5. Commitment to Diversity</b></p> <p>Respects cultural differences and embraces activities which support a diverse community. Utilizes recruitment strategies designed to attract diverse applicant pools. Actively engages in diversity initiatives, such as, mentoring, training and employee networks. Displays a commitment to diversity.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>6. Resource Management</b></p> <p>Recruits, selects and retains capable, productive employees. Effectively deploys staff, equipment and technology to accomplish work. Shows good stewardship of financial resources. Demonstrates knowledge of budget and use of financial reporting system. Displays creativity/innovative in managing resources.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>7. Communication Skills</b></p> <p>Shares appropriate information with internal and external audiences in a timely and responsible manner. Manages meetings effectively. Possesses effective listening skills. Articulates clearly and writes effectively. Displays effective presentation skills.</p> <p><b>Supportive information:</b></p>	<p>_____</p>

Performance Factors	Rater's Rating
<p><b>8. Accountability</b></p> <p>Takes responsibility for fulfilling job duties. Meets attendance and punctuality guidelines. Demonstrates accuracy and thoroughness. Completes work on time. Follows instructions and directions.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>9. Responsiveness/Customer Service</b></p> <p>Consistently demonstrates respect, responsiveness and professionalism. Provides each customer with the same high quality services. Fosters and models a commitment to customer service. Builds customer and confidence and increases customer satisfaction. Makes customers and their needs a primary focus. Developing and sustaining productive customer relationships.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>10. Decision Making/Problem Solving</b></p> <p>Identifies and understands issues, problems and opportunities. Make timely and rational decisions based on analysis of relevant information/data. Accepts responsibility for decisions and takes proper action when necessary. Uses effective approaches for choosing a course of action or developing appropriate actions. Takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><b>Supportive information:</b></p>	<p>_____</p>
<p><b>11. Work Environment/Safety</b></p> <p>Promotes and supports a respectful workplace; comply with laws, policies and procedures. Models ethical behavior and decision making and ensures compliance.</p> <p><b>Supportive information:</b></p>	<p>_____</p>



## **PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES**

Instructions: Part II creates the performance deliverables which will be measured. The General Manager and Board of Directors should identify below between 5 and 8 significant deliverables in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the General Manager and Board of Directors when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 8 deliverables require listing, those in excess of 8 may be listed in the back of the last page. (NOTE: It is typical for some priorities to change over the course of the year, and it also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the General Manager's control.)

<b>Job Specific Performance Objectives</b>	<b>Rater's Rating</b>
<b>1. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	
<b>2. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	
<b>3. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	

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Job Specific Performance Objectives	Rater's Rating
4. Objective:	
Expected Results:	
Actual Results:	
5. Objective:	
Expected Results:	
Actual Results:	
6. Objective:	
Expected Results:	
Actual Results:	
7. Objective:	
Expected Results:	
Actual Results:	

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<b>Job Specific Performance Objectives</b>	<b>Rater's Rating</b>
<b>8. Objective:</b>	
<b>Expected Results:</b>	
<b>Actual Results:</b>	

The General Manager and the Board of Directors have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

<b>Employee's Signature:</b>	<b>Date:</b>
<b>Board Chairman's Signature:</b>	<b>Date:</b>

**PART III: SUMMARY OF OVERALL PERFORMANCE:**

The space below is provided for a narrative summary of the General Manager's performance over the immediate cycle to be completed by the Board of Directors (Rater).

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**PART IV: OVERALL PERFORMANCE EVALUATION RATING:** (Please checkmark ✓)

- \_\_\_\_\_ Exceptional performance
- \_\_\_\_\_ Superior Performance
- \_\_\_\_\_ Average Performance
- \_\_\_\_\_ Acceptable Performance
- \_\_\_\_\_ Needs Improvement

**PART V: PERFORMANCE DEVELOPMENT PLAN:**

In the blocks below, the Board of Directors should make specific recommendations designed to identify strategies to enhance the General Manager's current competencies (first block) or correct performance issues (second block).

Professional Growth Strategies:

Remedial Strategies:

**PART VI: SIGNATURES:**

The General Manager and Board of Directors are required to sign the instrument after completing it and concluding the performance interview. The General Manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations with the Board of Directors. The General Manager's signature does not necessary indicate that he/she agrees with the Board of Directors' measurement of his/her performance. Employee's comments are optional.

<b>Board Chairman's Signature:</b>	<b>Date:</b>
<b>Employee's Signature:</b>	<b>Date:</b>

<b>Employee comments:</b>	
I would like to discuss with the Board of Directors: <input type="checkbox"/> Yes <input type="checkbox"/> No	
As requested, the Board of Directors discussed report.	
<b>Board Chairman's Signature:</b>	<b>Date:</b>